

Department of Permitting Services: MC311 Data Review

12/13/2011

Diane Jones, Director
Department of Permitting Services

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Permitting Services/ MC311 Transition Overview**
- **Overview of Customer Request Procedures**
- **Review of Permitting Services Related Customer Request Data**
 - Customer Request Intake Method
 - DPS Customer Request Volume
 - Customer Requests by Call/Web Portal Type
 - Customer Requests by Area Type
 - Customer Requests by Top Sub Areas
- **Review of Permitting Services Related Service Request Data**
 - Service Request Fulfillment by Area Type
 - Referrals by Area Type
 - SLA Completion Time Frames
- **Improving Existing Practice**
- **Wrap-Up and Follow-Up Items**



MC311 Nomenclature: Categorizing Customer Intake

A Customer Request in MC311 is simply a record that is created when a resident contacts the 311 Call Center requesting service.
(Customer Requests were previously called “service requests”.)

The types of MC311 Customer Requests can be categorized as follows:

- **General Information (GI):** These calls typically constitute 50% of a Customer Service Center’s (CSC) calls and deal with responses to Frequently Asked Questions (FAQs); provide static information about policies and procedures, County government events, and operations.
- **Referrals (REF):** These calls typically constitute 25% of a Customer Service Center’s calls and provide constituents with the telephone number for a call requiring “subject matter expertise” and perform a “warm transfer” of the call, if required.
- **Service Requests (SRs):** These calls typically constitute 20% of a Customer Service Center’s calls. A service request is created for a department to fulfill a resident’s request.
- **Miscellaneous Comments / Compliments / Complaints:** These calls typically constitute 5% of a Customer Service Center’s calls and typically document the nature of the comment, compliment, or complaint and are visible to the specific department.

The use of the term “Service Request” to categorize multiple types of interactions within MC311 was a cause of confusion, thus the totality of all interactions are now categorized as “Customer Requests.”

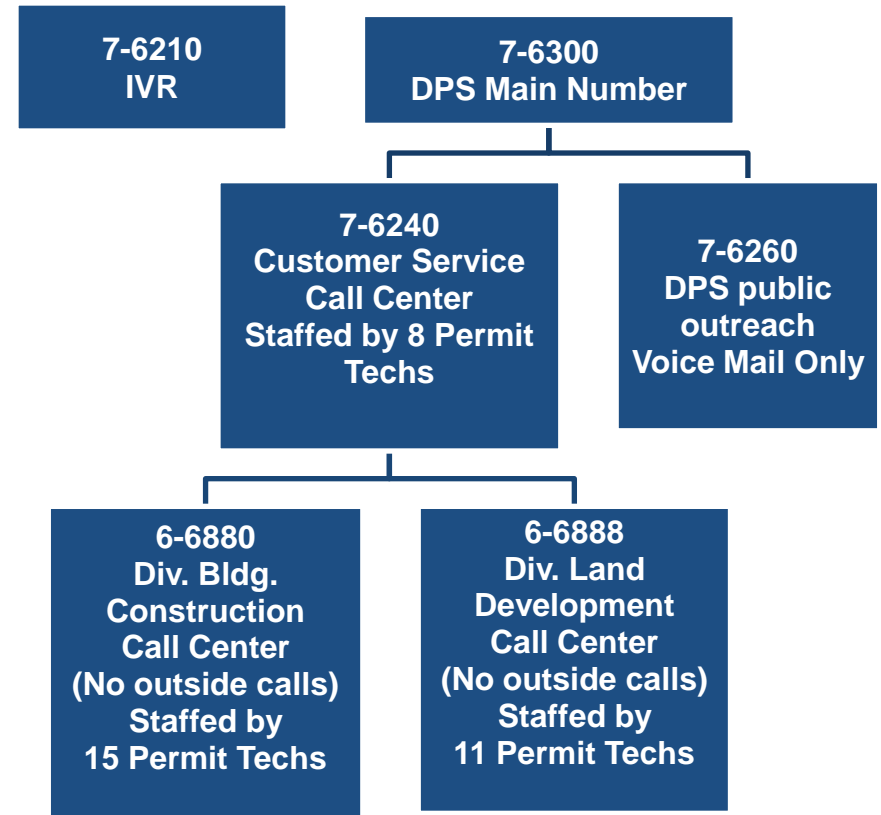


DPS Call Center Transition to MC311: Prior to MC311

Previous DPS Extensions

- **7-6300: Main Telephone Number** – Provided caller three numbers to be forwarded to (7-6210, 7-6240, 7-6260)
- **7-6210: Interactive Voice Response System** – provided automated permit status, schedule an inspection, cancel an inspection, faxed documents; operational 24/7
- **7-6240: DPS Call Center** – Answered by Division of Customer Service Permit Technicians 7:30am – 4:00pm who answered general questions and forwarded specific questions to Building Construction Division and Land Development Division
- **7-6260: DPS Customer Outreach Voicemail** – For customers to request DPS to conduct outreach activities at their location

Previous Call Center Structure

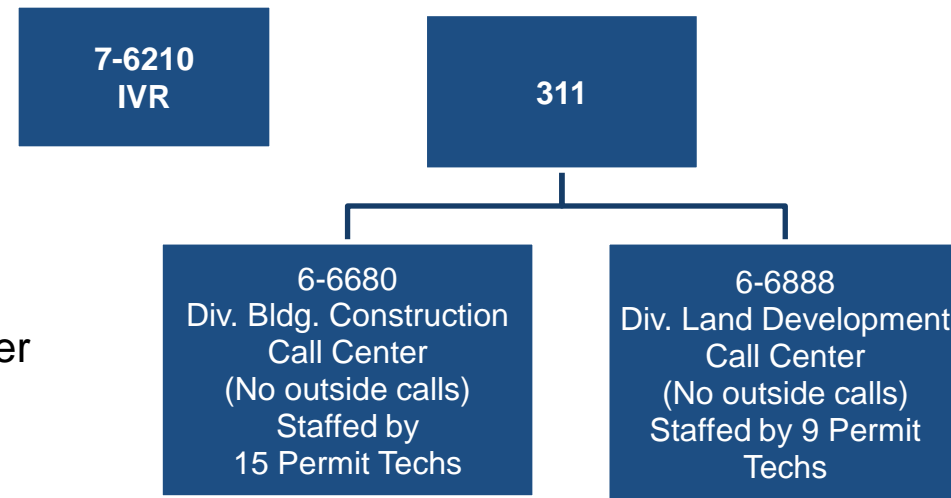


DPS Call Center Transition to MC311: After MC311

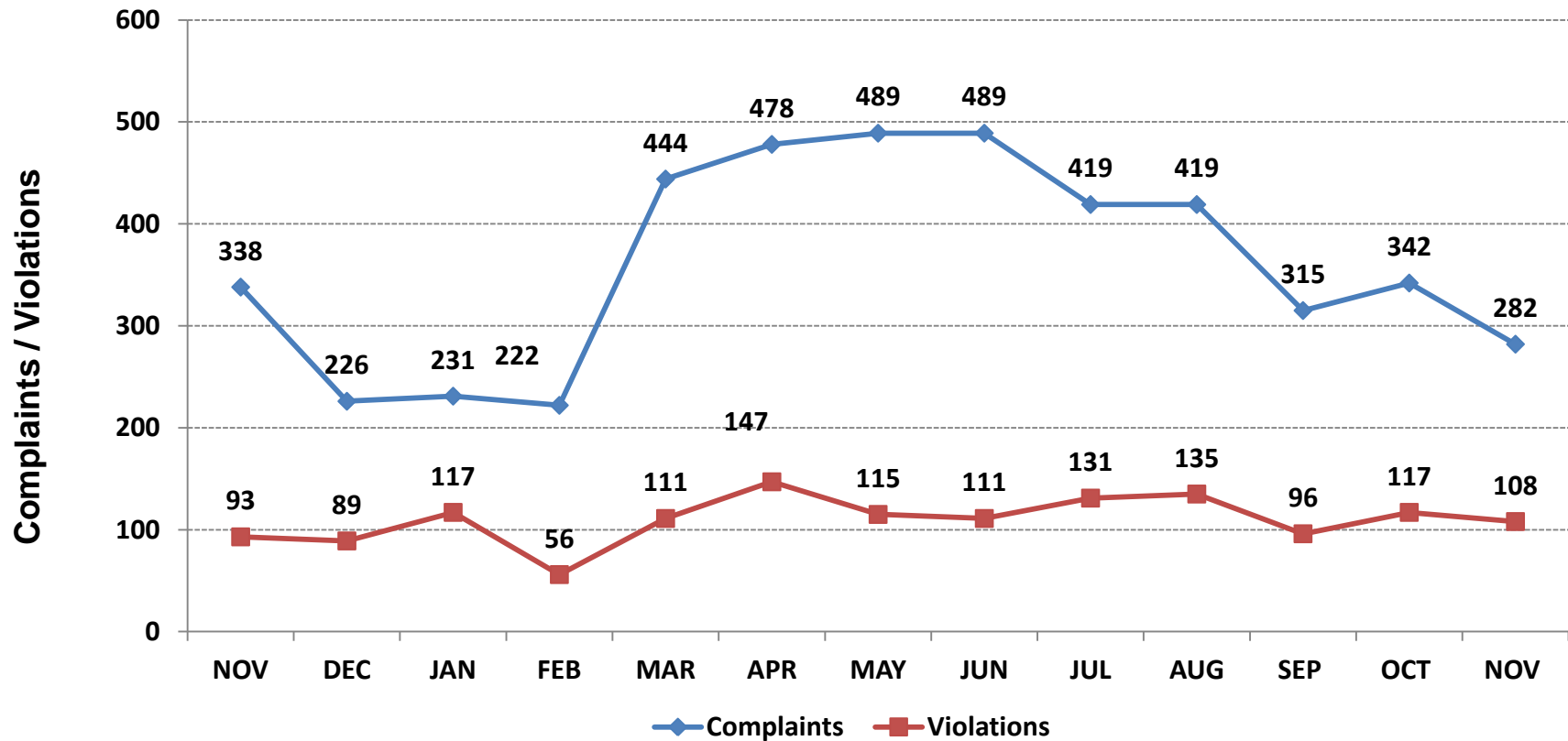
Current Process

- MC311 receives call, enters service request and assigns to DPS
- If necessary, MC311 forwards call to DPS internal call center
- DPS Permit Technicians scheduled to respond to 311 service requests answer them generally in one to three days
 - Five Customer Service, One Land Development , and Two Building Construction Permit Techs are assigned to respond to service requests at a given time
- If call requires a plan reviewer or manager to respond, the Permit Technician will gather all necessary information and forward it to the plan reviewer or manager via email
- Permit Technician will close the service request

Current Call Center Structure



Customer Service Data Collected Outside of MC311: Number of Complaints and Violations



Complaints can be filed via MC311 or the DPS website, which links to the Hansen system, because of these dual avenues of entry, total DPS-related complaints could be higher than the figures reported through the MC311 system



Customer Service Data Collected Outside of MC311: Number of Complaints and Inspections

COMPLAINTS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	TOTAL
WEB	179	121	123	140	282	261	321	326	257	267	224	249	203	2953
DPS STAFF	159	105	108	82	162	217	168	163	162	152	91	93	79	1741
TOTAL # COMPLAINTS	338	226	231	222	444	478	489	489	419	419	315	342	282	4694

INSPECTIONS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	TOTAL
WEB	1,233	1,084	968	1,055	1,284	1,301	1,346	1,607	1,440	2,050	1,282	1,377	1,632	17,659
IVR	1,011	882	852	804	1,042	938	1,139	1,178	1,202	1,271	1,102	1,089	850	13,360
DPS STAFF	10,523	9,767	8,842	8,810	11,010	10,523	11,150	11,986	11,331	13,071	10,540	10,987	10,775	139,315
TOTAL # INSPECTIONS	12,767	11,733	10,662	10,669	13,336	12,762	13,635	14,771	13,973	16,392	12,924	13,453	13,257	170,334



Overview of Customer Request Procedures

Handled at Customer Service Center by MC311

- Calls requesting routine general information regarding DPS services that are explained on the DPS web site
- Calls to file or check on status of a complaint
- Data entry for calls to request information
- Calls regarding permit basic status
- Calls to schedule or cancel an inspection

Sent to Permitting Services as Service Request

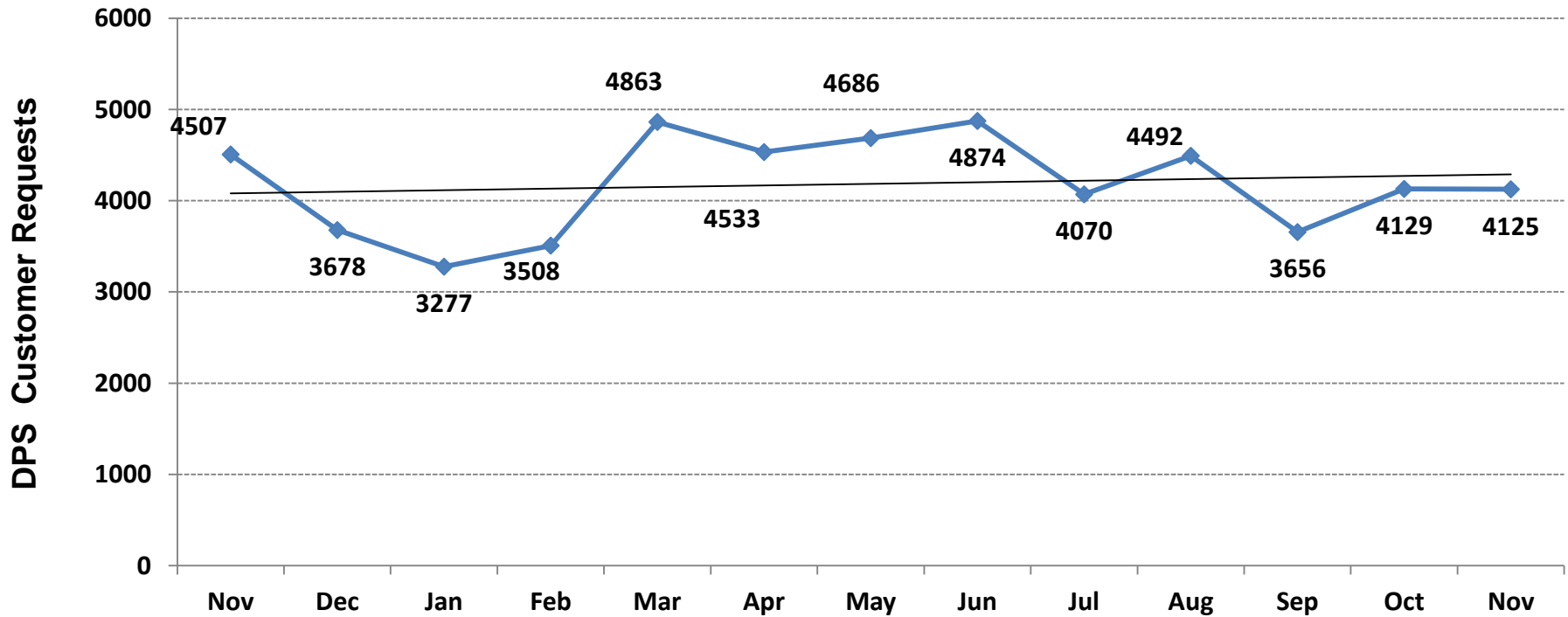
- Calls requesting technical information or information on fee structure
- Complex requests for permit status or information requests. Permitting Services responds to calls for problems with scheduling inspections or special status (Stop Work Order, Void, Hold) permits.
- Calls regarding specific information about an application being processed, an issued permit or license, and information about a specific property
- Calls regarding code interpretations
- Calls requiring a manager's response

MC311 does not have a Tier-2 capability for DPS-related inquiries



DPS Monthly Customer Request Totals

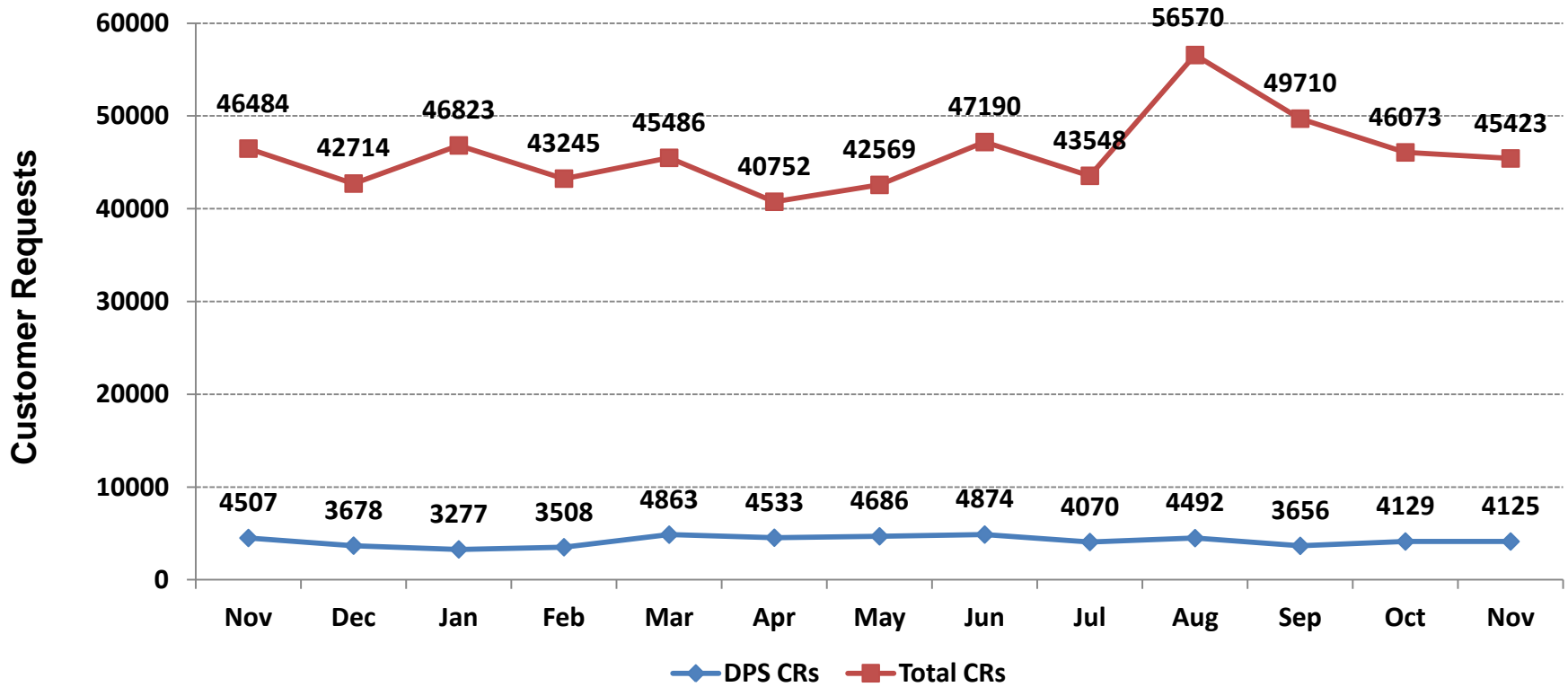
Customer Request Totals



	Nov-Dec	Dec-Jan	Jan-Feb	Feb-Mar	Mar-Apr	Apr-May	May-Jun	Jun-Jul	Jul-Aug	Aug-Sep	Sep-Oct	Oct-Nov
Percent Change	-18%	-11%	7%	39%	-7%	3%	4%	-16%	10%	-19%	13%	0%



DPS Related Customer Requests as Percentage of Total MC311 Customer Requests



	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
DPS as Percent of Total	10%	9%	7%	8%	11%	11%	11%	10%	9%	8%	7%	9%	9%



Customer Request Intake Method for DPS Related MC311 Customer Requests

Phone calls are the most frequent avenue for DPS-related Customer Requests accounting for 99% of all customer request intake type

	Nov	Dec	Jan	Feb	Mar
Internal	29	27	15	6	27
Phone	4474	3647	3259	3497	4831
Web	4	4	3	5	4

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
Internal	11	25	21	14	27	10	17	16	245
Phone	4520	4651	4843	4049	4456	3631	4100	4095	54053
Web	2	10	9	7	9	15	12	13	97



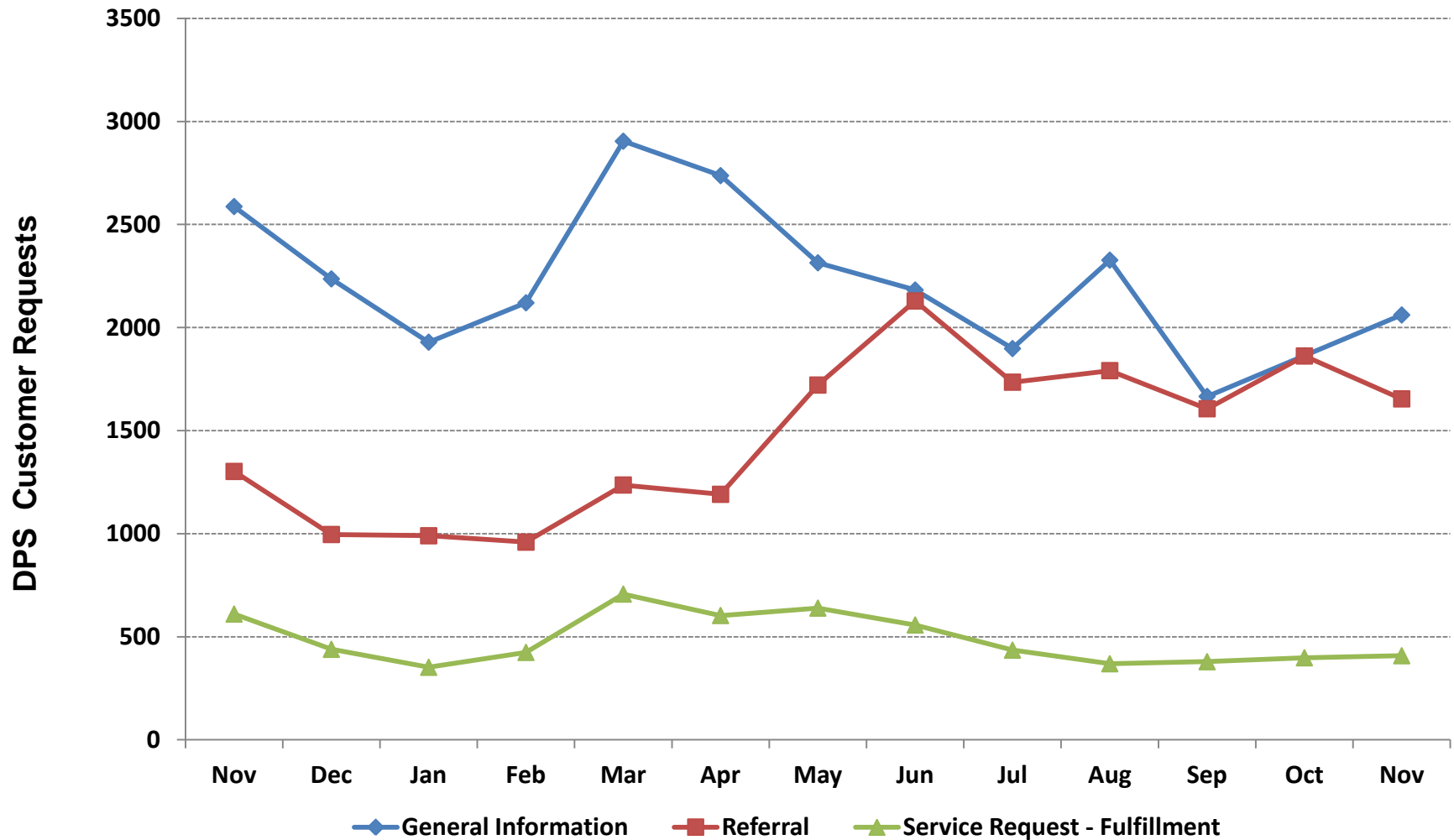
DPS Monthly Customer Request Totals by Type

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Avg.	Total
Complaint Compliment	8	7	6	5	15	2	12	5	2	5	5	6	1	6	79
General Info	2587	2236	1929	2120	2904	2737	2314	2182	1898	2327	1666	1863	2061	2217	28824
Referral	1302	996	990	959	1236	1191	1721	2129	1735	1791	1606	1862	1654	1475	19172
Service Request	610	439	352	424	707	603	639	557	435	369	379	398	408	486	6320
Grand Total	4507	3678	3277	3508	4862	4533	4686	4873	4070	4492	3656	4129	4124	4184	54395

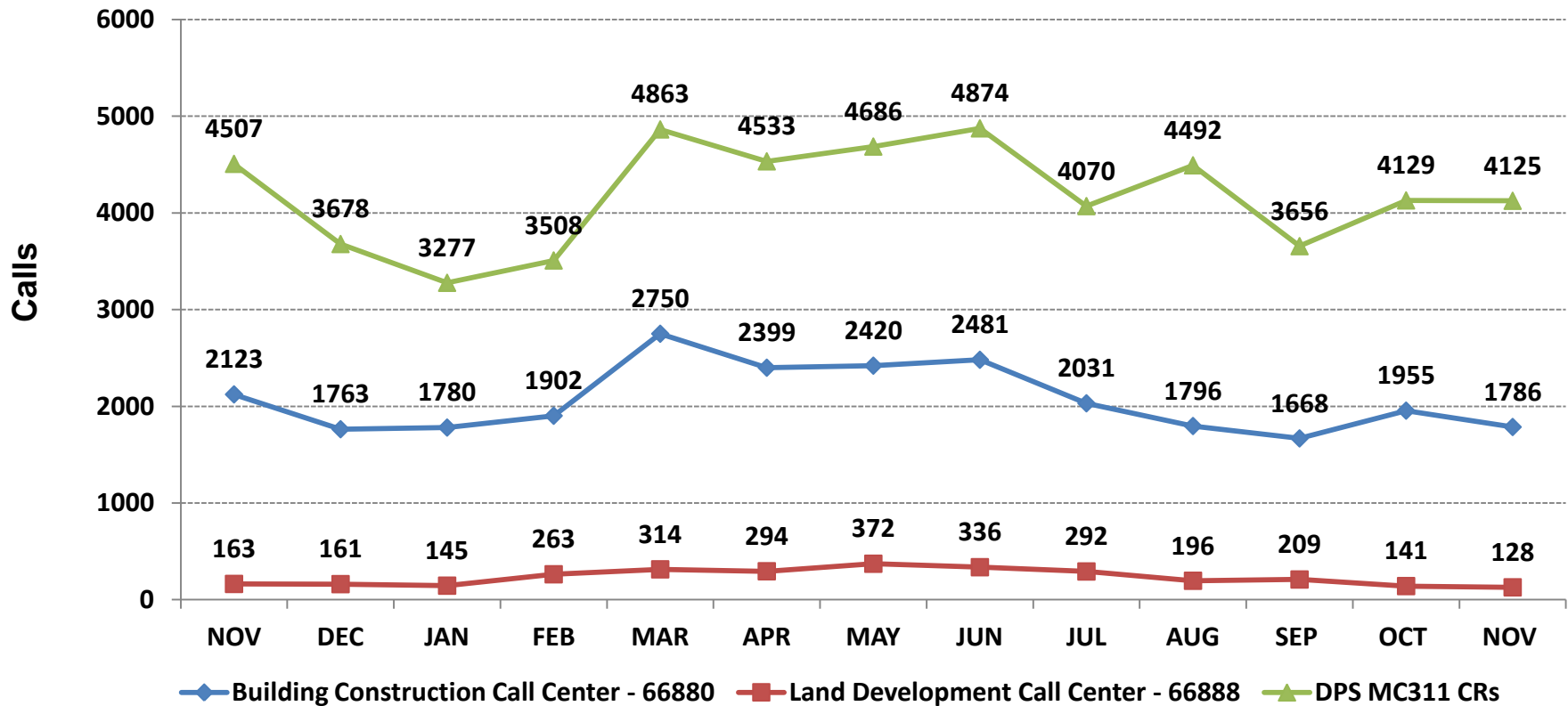
53% of all DPS Customer Requests are categorized as general information and complaint/compliment and handled within the MC311 Customer Service Center.



DPS Monthly Customer Request Totals by Type



Customer Service Data Collected Outside of MC311: Number of DPS Internal Call Center Calls (Referrals)



Transferred calls from MC311 to the DPS call center are not warm transfers. A customer could be greeted by a live person after the call rings, receive a call center queue recording, or reach a voice mail.



DPS Top 10 General Information Solution Areas

Solution Area	Total CRs	Monthly Average
Name and telephone number of DPS building inspector	5,457	420
Schedule DPS Building Construction Related Permitting Inspections	4,896	377
Department of Permitting Services location and hours of operation	2,023	156
Building and Construction Services	1,949	150
Contacting a Zoning Specialist	1,265	97
File Complaint with Department of Permitting Services (DPS)	855	66
Information on the building codes applicable to a specific project	842	65
Request for building inspection specific time	590	45
Status of Sediment Control permit and Right of Way Permit	492	41
Cancel a scheduled DPS Building Construction Related Permit Inspection	385	30

Although DPS does have a phone directory published on their website, calls for DPS building inspector contact information is the number one general information customer request

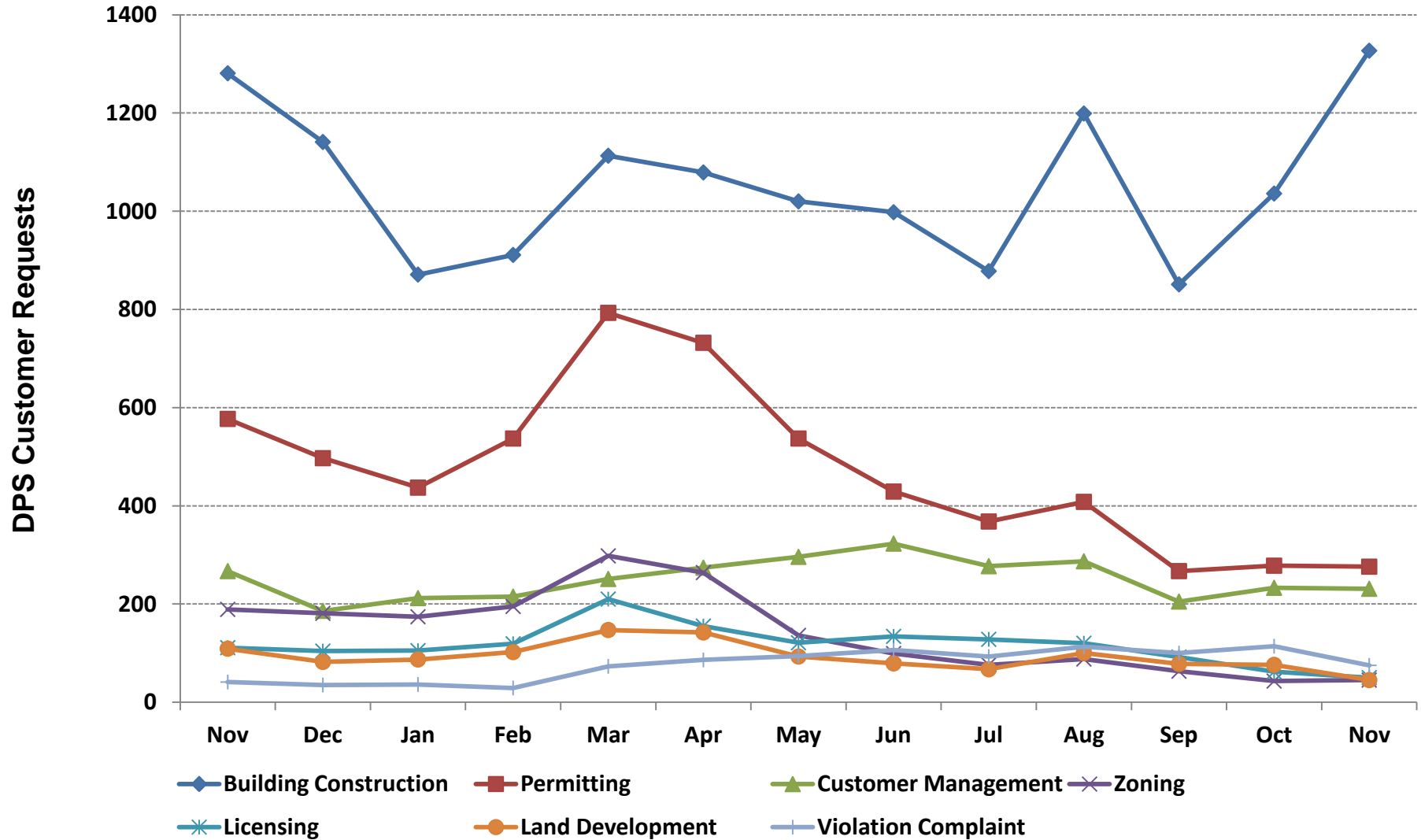


DPS Monthly General Information Totals by Area Type

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Average	Total
Building Construction	1281	1141	871	911	1113	1079	1020	998	878	1199	851	1036	1327	1054	13705
Permitting	577	497	437	537	793	732	537	429	368	408	267	278	276	472	6136
Customer Management	267	186	212	215	251	274	296	323	277	287	205	233	231	251	3257
Zoning	189	181	174	195	298	264	136	99	76	88	63	43	45	142	1851
Licensing	111	104	105	119	210	155	121	134	128	120	92	62	50	116	1511
Land Development	109	82	87	102	147	142	93	79	67	100	78	76	45	93	1207
Violation Complaint	41	35	36	29	73	86	94	106	93	113	100	114	75	77	995
Total	2575	2226	1922	2108	2885	2732	2297	2168	1887	2315	1656	1842	2049		28662



DPS Monthly General Information Totals by Area Type



DPS Monthly General Information

Totals by Building Construction Sub-Area Type

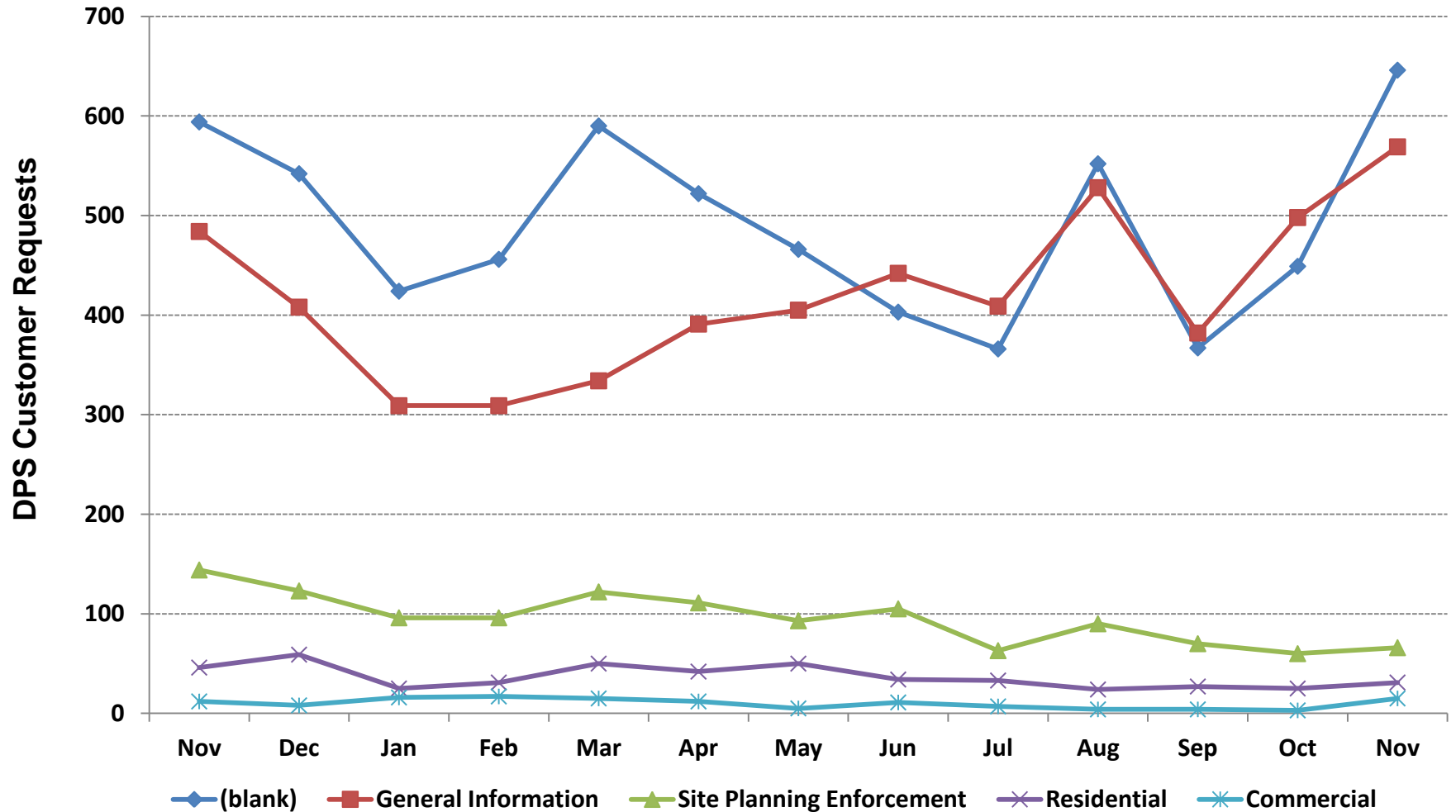
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Average	Total
(blank)	594	542	424	456	590	522	466	403	366	552	367	449	646	491	6377
General Information	484	408	309	309	334	391	405	442	409	528	382	498	569	421	5468
Site Planning Enforcement	144	123	96	96	122	111	93	105	63	90	70	60	66	95	1239
Residential	46	59	25	31	50	42	50	34	33	24	27	25	31	37	477
Commercial	12	8	16	17	15	12	5	11	7	4	4	3	15	10	129
Other	1	1	1	2	2	1	1	3		1	1	1		1	15

47% of building request Customer Requests are not coded with a sub-area type.
This limits the ability of management to gain a macro-level perspective of performance.



DPS Monthly General Information

Totals by Building Construction Sub-Area Type



DPS Monthly General Information

Totals by Permitting Services Sub-Area Type

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Average	Total
(blank)	372	333	309	354	547	544	384	293	262	271	170	184	159	322	4182
Electrical	75	68	42	86	95	73	74	48	47	57	37	47	59	62	808
Building	70	51	44	51	91	77	46	48	35	48	33	23	29	50	646
Mechanical	55	41	39	44	53	28	27	33	20	29	26	24	28	34	447
Other	3	4	3	2	4	5	5	6	3	2	1		1	3	39

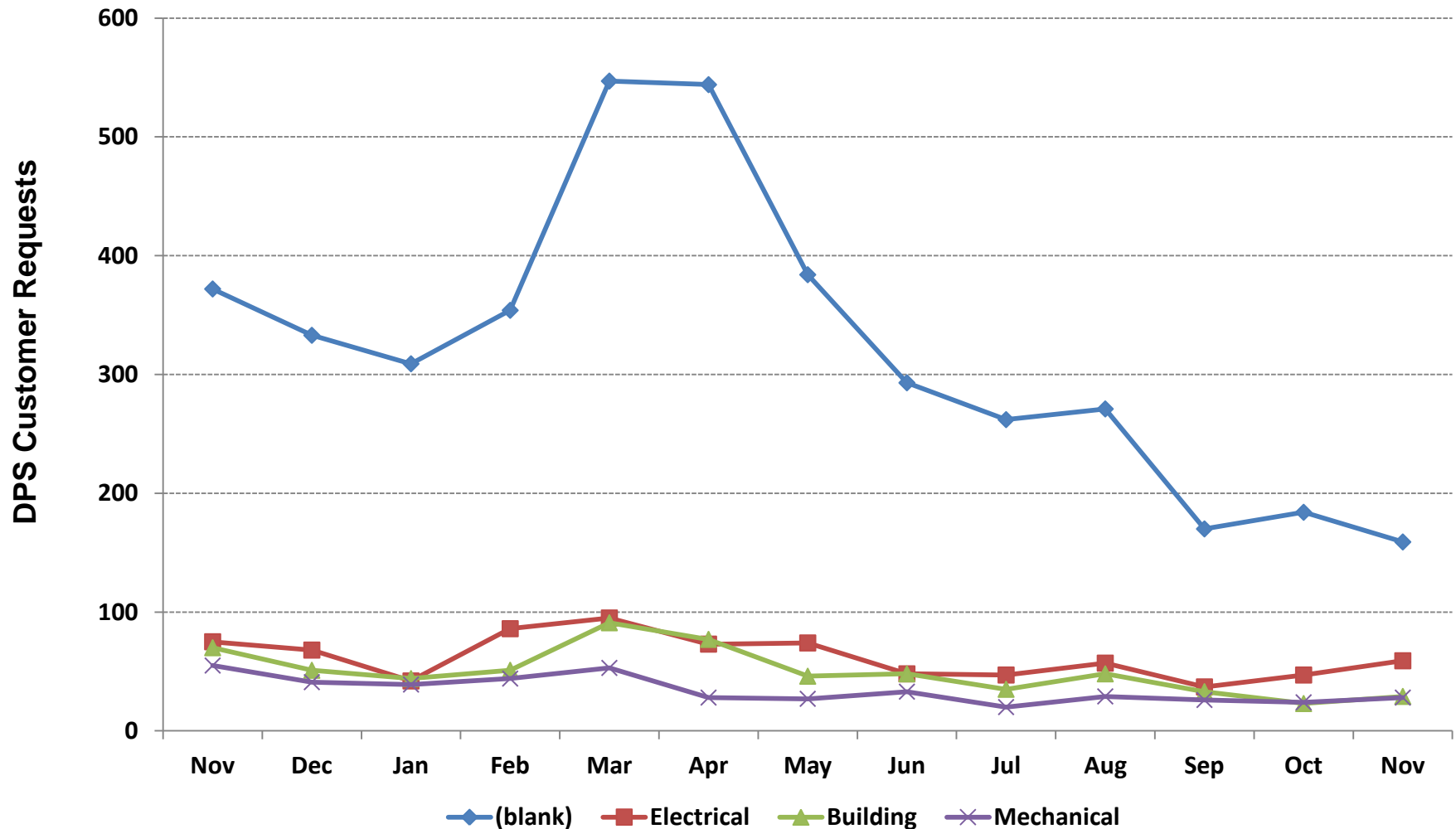
**68% of permitting service request Customer Requests
are not coded with a sub-area type.**

**This limits the ability of management to gain a macro-level
perspective of performance.**



DPS Monthly General Information

Totals by Permitting Services Sub-Area Type



DPS Top 10 Referral Solution Areas

Solution Area	Total CRs	Monthly Average
Contacting a Zoning Specialist	3,878	298
Information on the building codes applicable to a specific project	3,234	249
Building and Construction Services	1,869	144
Schedule DPS Building Construction Related Permitting Inspections	1,551	119
Commercial projects requiring a Use and Occupancy (U&O) Certificate	704	54
Zoning Setbacks	442	34
Building Permit for Fences	350	27
Status of Sediment Control permit and Right of Way Permit	315	24
Status of building permit, electrical permit, mechanical permit	304	23
Application process for an Electrical Permit	228	18

These top 10 referral solution areas account for 67% of all referrals during the review period.

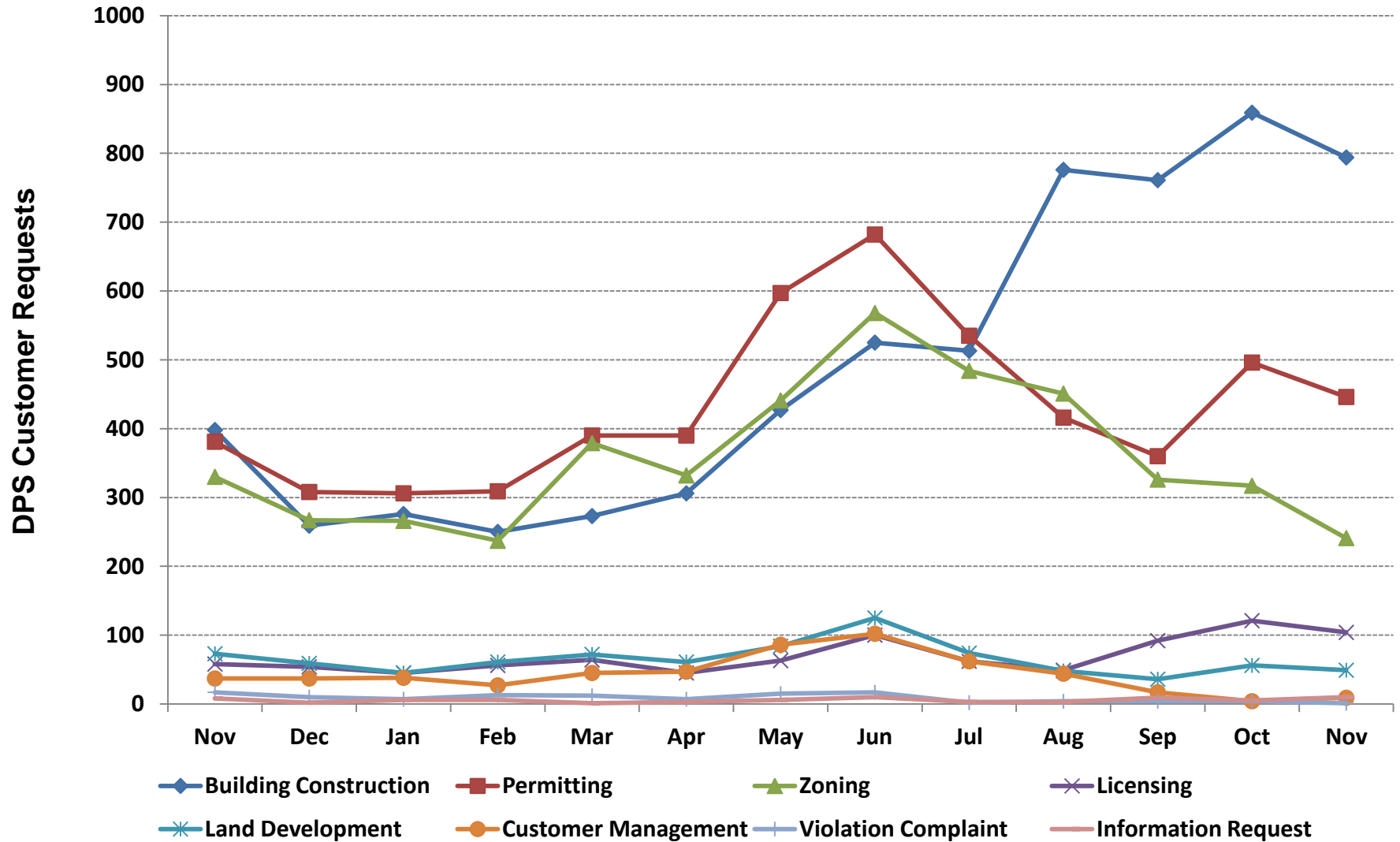


DPS Service Referrals by Area Type Monthly Totals

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Average	Total
Building Construction	398	259	276	250	273	306	427	525	513	776	761	859	794	494	6,417
Permitting	381	308	306	309	390	390	597	682	535	416	360	496	446	432	5,616
Zoning	330	267	266	237	379	332	441	568	484	451	326	317	241	357	4,639
Licensing	58	54	45	56	64	45	63	100	62	49	92	121	104	70	913
Land Development	73	59	45	61	72	61	84	125	74	48	36	56	49	65	843
Customer Management	37	37	38	27	45	47	86	102	62	44	17	4	9	43	555
Violation Complaint	17	10	7	13	12	7	15	17	2	4	4	4	1	9	113
Information Request	8	2	6	6	1	3	6	10	3	3	9	5	10	6	72



DPS Service Referrals by Area Type Monthly Trends



DPS Top 10 Service Request Fulfillment Solution Areas

Solution Area	Total CRs	Monthly Average
Building and Construction Services	898	69
Contacting a Zoning Specialist	753	58
Information on the building codes applicable to a specific project	400	31
Schedule DPS Building Construction Related Permitting Inspections	284	22
File Complaint with Department of Permitting Services (DPS)	244	19
Request for building inspection specific time	172	13
Commercial projects requiring a Use and Occupancy (U&O) Certificate	145	11
Permit required for fence, deck or shed	132	10
Application process for an Electrical Permit	128	10
Name and telephone number of DPS building inspector	114	10

These top 10 referral solution areas account for 52% of all referrals during the review period.



DPS Service Request Fulfillment by Area Type

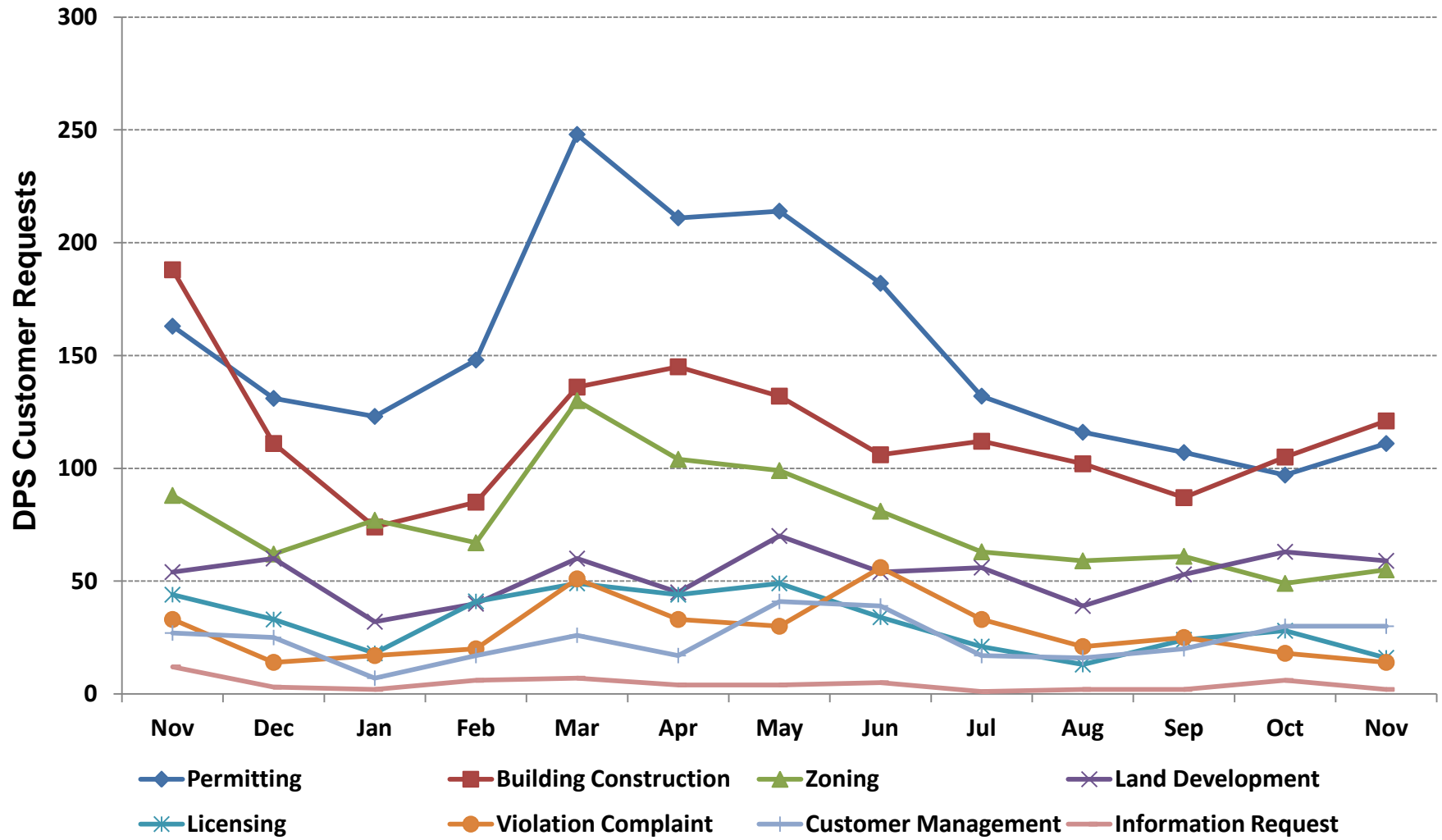
Monthly Totals

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Average	Total
Permitting	163	131	123	148	248	211	214	182	132	116	107	97	111	283	1,983
Building Construction	188	111	74	85	136	145	132	106	112	102	87	105	121	215	1,504
Zoning	88	62	77	67	130	104	99	81	63	59	61	49	55	142	995
Land Development	54	60	32	40	60	45	70	54	56	39	53	63	59	98	685
Licensing	44	33	18	41	49	44	49	34	21	13	24	28	16	59	414
Violation Complaint	33	14	17	20	51	33	30	56	33	21	25	18	14	52	365
Customer Management	27	25	7	17	26	17	41	39	17	16	20	30	30	45	312
Information Request	12	3	2	6	7	4	4	5	1	2	2	6	2	8	56



DPS Service Request Fulfillment by Area Type

Monthly Trends



DPS Service Request Fulfillment Closure Rate

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Number of Requests	609	438	350	423	707	603	639	557	435	369	379	395	346
Average Networkdays to Close	1.7	1.8	1.5	1.6	1.5	1.5	1.7	1.6	1.7	1.8	5.3	2.3	2.3
Average Difference to SLA	-1.3	-0.9	-1.0	-1.1	-1.1	-1.2	-0.9	-1.2	-1.2	-1.0	2.0	-0.7	-1.3

Currently, DPS is closing service request fulfillments within the allocated SLA timeframe.

DPS SLAs are based on time to respond to the request, not the time to complete/close the case. Permit Techs close SRs once a transferred call is received.

* Net-workdays is an Excel function that calculates the number of work days between two calendar dates. This function does not take into account holidays. Only services requests that are closed complete are used for this calculation.



CountyStat Audit of DPS-Related MC311 Call Handling: Overview

CountyStat secret shopper calls asked about fence permits, sprinkler requirements, and determining the appropriate building plan drawing scale

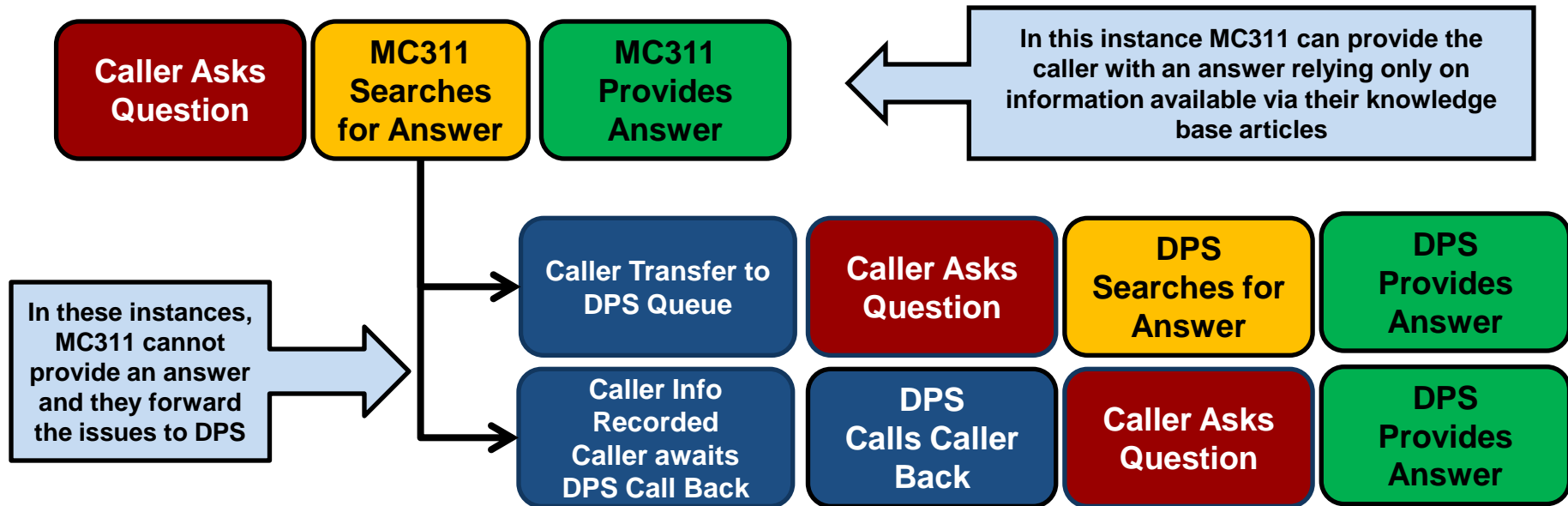
- CountyStat aimed to test the customer service of the current DPS/MC311 call handling process
- CountyStat placed eight secret shopper calls, six of these calls asked the same question
- In each instance, the caller asked for their question to be answered at the time of the call but deferred to the recommendation of the call taker

In three of the eight trials, the caller was given an answer to their inquiry.

While a small sample size, this supports antidotal evidence that the current process does not provide a high-level of customer service



CountyStat Audit of DPS-Related MC311 Call Handling: Call Process



Whenever secret shoppers were referred to DPS internal call takers or received a callback, they had to restate their question and go through the same explanation process they went through with MC311 on the original call



CountyStat Audit of DPS-Related MC311 Call Handling (1 of 2)

Service Request Number	Call Type	Solution Area	SLA Time	Actual Time	Call Date	Opened Time	Closed Date	Closed Time
179382647	Service Request	Building and Construction	3 Days	5 Days	12/1/11	11:39 AM	12/7/11	10:43 AM
179377680	Referral	Building Permit for Fence	1 Day	1 Day	12/1/11	11:20 AM	12/1/11	11:54 AM
179855322	Service Request	Hand Drawn Site Plans	3 Days		12/5/11	4:07 PM	NA	NA
179968931	Referral	Info on the building codes for specific project	3 Days	1 Day	12/6/11	1:21 PM	12/6/11	2:26 PM
180157856	Referral				12/7/11	3:23 PM	12/7/11	3:56 PM
180006524	General Info				12/6/11	3:49 PM	12/6/11	3:54 PM
179906297	Service Request	Building Permit for Fence	1 Day	1 Day	12/6/11	8:49 AM	12/6/11	9:05 AM
180167472	Referral	Info on the building codes for specific project	3 Days	1 Day	12/7/11	3:45 PM	12/7/11	3:58 PM

 = Answer Supplied

 = No Answer but Procedure Followed

 = No Answer and Procedure Not Followed



CountyStat Audit of DPS-Related MC311 Call Handling (2 of 2)

Service Request Number	Question	Caller Transferred to DPS	Final Resolution	Caller Comments
179382647	Sprinkler requirements for renovation	No	Received Call Back on 12/7. Given number of DPS staff member to call	<ul style="list-style-type: none"> Given name and number of contact when received call back
179377680	Requirements for fence permit	Yes	Given answer by permit tech	<ul style="list-style-type: none"> Waited for permitting staff to pick-up call Given answer
179855322	Drawing Scale	No	In progress	<ul style="list-style-type: none"> No response yet from department. Called after closing
179968931		Yes	Answered via referral and also called back with answer at 2:26	<ul style="list-style-type: none"> Waited for permitting staff to pick-up call Received answer twice
180157856		Yes	Answered via referral	<ul style="list-style-type: none"> Given answer
180006524		No	CSR notified caller DPS closing and offered to send Service Request	<ul style="list-style-type: none"> Told CSR will call another time
179906297		No	Phone number incorrectly recorded, permitting staff attempted call	<ul style="list-style-type: none"> CSR would not transfer call
180167472		Yes	Caller hung up after 4 min wait for permit tech	<ul style="list-style-type: none"> Quickly transferred to permitting Waited for permitting staff to pick-up call



= Answer Supplied



= No Answer but
Procedure Followed



= No Answer and
Procedure Not Followed



CountyStat Reflections on Improving Existing Practice

- The business process for cold call transfers to the DPS internal call center should be evaluated for customer impact and satisfaction
- Relevant Knowledgebase Articles should be refined to include relevant Sub-Areas for each Area to better map customer requests to DPS business areas
- The number of Solution Areas should be reexamined to find opportunities to streamline existing options for CSRs
- Efforts should be made by DPS, along with the Department of Technology Services and private providers, to capture customer interactions not captured via the MC311 system such as direct call volume
- Current MC311 visibility into DPS data via the website is a viable alternative to granting full Hansen access



Wrap-Up and Follow-Up Items

